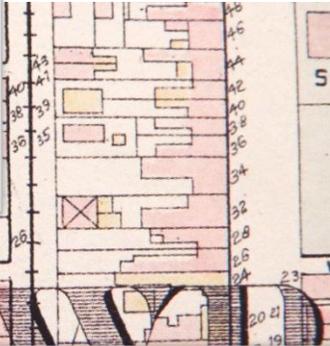
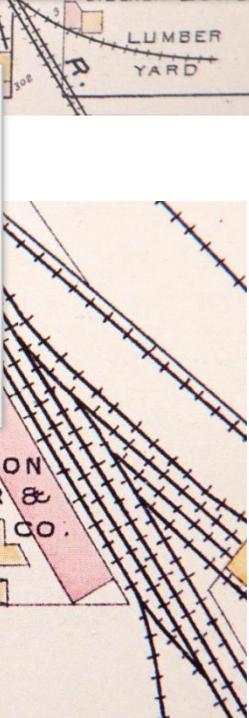
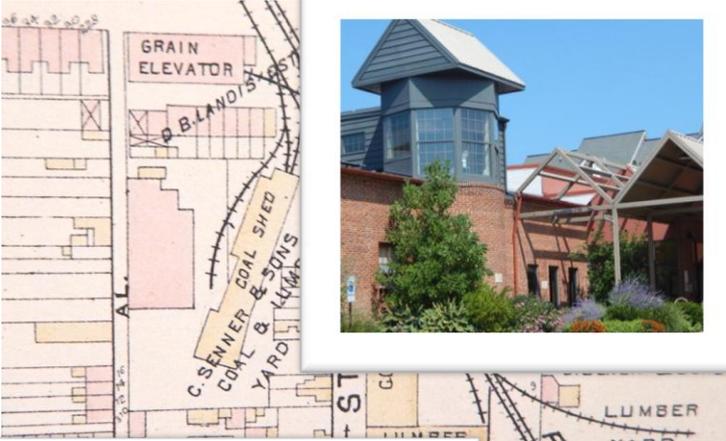

ADAPTIVE REUSE PROJECTS in the City of Lancaster

Preserving Old Places,
Creating New Spaces

City of Lancaster, Pennsylvania



ADAPTIVE REUSE PROJECTS IN THE CITY OF LANCASTER

PRESERVING OLD PLACES, CREATING NEW SPACES

Lancaster has a long tradition of adaptive reuse of historic buildings. In 1931, City Hall relocated to its current location at 120 North Duke Street to occupy a renovated structure built in 1891 as a post office. Other rehabbed and reused historic buildings that have served multiple functions include markethouses converted to office space (both Southern and Eastern Markets), former factories converted to residential apartments (the Umbrella Works and Hamilton Clock Towers) and a cotton mill now serving the School District of Lancaster (Carter and MacRae Elementary School).

Lancaster has a rich collection of older buildings that contribute to the city's historic character, but whose original function may now be obsolete. These sturdy brick buildings had productive lives in the past and, having managed to survive for more than a century, can meet modern building standards and fill modern needs for new commercial, office and residential space through adaptive reuse. Adaptive reuse promotes both preservation and business.

The adaptive reuse process is a science and an art, combining vision, creativity, innovation, marketing acumen, engineering and architectural problem-solving and financial strategizing to create a unique and functional space. Resourcefulness, patience and perseverance are also helpful.

The adaptive reuse projects described here are case studies of ways in which individual buildings were re-used, redeveloped and reutilized for a new purpose or function. The projects involve buildings from the late nineteenth and early twentieth century, located within different neighborhood contexts, but which symbolize Lancaster's twenty-first-century revitalization. Topics include selection and acquisition of the property, architectural design challenges and innovations and financial tools and incentives used to make the project economically viable and successful.

“Adaptive reuse” is the act of adapting old structures for purposes other than those initially intended. In the process, structurally sound old buildings are redeveloped for functional and economically viable new uses. This recycling of old buildings has long been an effective historic preservation tool, sparing historically significant structures from demolition while helping to revitalize neighborhoods and contributing to the economic growth of older cities. The preserved building, with significant architectural features and details retained, can serve a new public or private use that meets a community's modern needs while continuing to provide a tangible link to the past.

Adaptive reuse of historic buildings offers economic, environmental and social benefits.

Economics: Adaptive Reuse is Cost Effective

- Reuse and rehabilitation of a solid building in an established neighborhood avoids large capital costs associated with infrastructure replacement.
- Studies show that, when compared to new construction, renovated historic buildings tend to enjoy longer life spans and hold their values longer, helping to stabilize and enhance property values in the area.
- Leading by example, adaptive reuse projects can act as catalysts and stimulate additional investment in a resurgent area.
- Through this momentum, successful projects can help guide governments in establishing policies that encourage reinvestment in other buildings.
- Adaptive reuse and preservation projects tend to create more local jobs than comparable expenditures in new construction, and keep dollars circulating locally, benefitting skilled local construction trades, local suppliers and retailers.
- By rehabbing underutilized or vacant buildings, adaptive reuse projects result in increased property values and increased property tax revenues for local governments.

Blocks, neighborhoods and cities containing a mix of older, smaller buildings of different ages support greater levels of economic and social activity than areas dominated by newer, larger buildings. That is the finding contained within a new report from the Preservation Green Lab of the National Trust for Historic Preservation entitled ***Older, Smaller, Better: Measuring How the Character of Buildings and Blocks Influence Urban Vitality***. Based on statistical analysis of three American cities that looked at a range of economic, social and environmental outcome measures, the study found that smaller-scaled, walkable mixed neighborhoods provide more affordable and flexible spaces for entrepreneurs and new businesses, attracting more non-chain stores, restaurants and entertainment venues. The framework created by early-twentieth-century street car lines in these cities produced commercial corridors and street grids that today foster mixed-use development. (www.preservationnation.org/greenlab)



Sustainability: Adaptive Reuse is Green

- Existing structures contain “embodied energy,” which is the energy it took to construct the building originally, including fabrication of all the materials and their transport and assembly in place. This energy is lost through demolition. By contrast, rehabilitation of older buildings, and replacement of only those operating systems and features whose useful life is truly exhausted, is the more sustainable practice.
- Many older buildings have built-in advantages over new construction since they were designed to respond to their climate in an era before air conditioning and electric lights. Thoughtful siting and building orientation, heavy masonry walls that can temper the effects of seasonal change, and window and door openings that provide natural lighting and ventilation are environmentally responsive design practices.
- The growing numbers of historic renovation projects that are being certified through LEED (Leadership in Energy and Environmental Design) have shown that older buildings can be updated to meet modern energy standards and can perform as well as new construction.
- Since historic buildings are often located in walkable downtown locations, their reuse helps to stem sprawl and promotes the tenets of new urbanism and traditional neighborhood development.

***Quality of Life: Adaptive Reuse Preserves
Community Character***

- Older buildings are already part of the shared history of a community and their reuse reinforces a cultural continuity between generations, stitching together the past and the future.
- The building may be the work of a local architect, may represent a creative engineering solution to site constraints, or was constructed by local labor using local materials – literally the work of our ancestors.
- Local residents may have strong associations with the building, even if drawn from the recent past. Since the building is a cultural touchstone, the community already has a stake in its future and may show willingness to provide community, monetary or government support to help make the project a success.
- Individually and collectively, a city’s older buildings create a “sense of place,” and reuse of these buildings allows the local culture to retain its unique identity. While much modern construction has a sameness that makes it increasingly difficult to distinguish one city from the next (called the “geography of nowhere”), older buildings and neighborhoods help to define the community, and that distinctiveness is critical in a competitive development market.

FUNCTIONALITY of the Building and Site

Some considerations to take into account when considering an adaptive reuse project:

Are there land use or zoning restrictions?

Will a historic designation require local, state or federal design review?

Will environmental remediation be needed (such as removal of asbestos, abatement of lead paint hazards, or removal of underground fuel tanks)?

What is the marketing potential of the site or building? Is the business plan based on foot traffic by customers or client visits, or distribution of a product requiring loading access and truck traffic? Is on-site parking needed or available?

Will the position of the building or parcel in relation to the street affect visibility, traffic circulation and marketing potential?

Will construction of an addition be needed?

Does the layout of the existing building present design constraints?

Can the building be adapted to meet handicapped accessibility requirements?

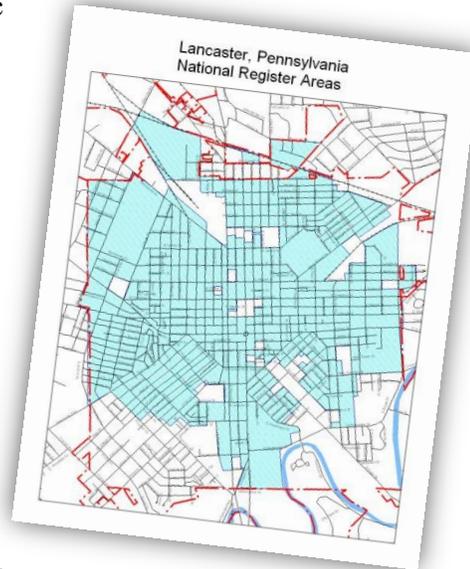
Can the building be adapted to comply with life-safety codes for adequate exits?

Has there been long-term physical neglect resulting in serious structural problems?

National Register Listing and Historic Designations

The National Register of Historic Places, maintained by the National Park Service, is the official list of the nation's historic places worthy of preservation. Authorized by the National Historic Preservation Act of 1966, the National Register is part of a national program to coordinate and support public and private efforts to identify, evaluate and protect America's historic and archeological resources.

Inclusion of buildings in the National Register allows owners of income-producing properties to apply for historic tax credits, and may allow nonprofit or municipal entities to be eligible for grants. If a project involves federal funding, or federal or state tax credits, the rehabilitation work generally must comply with the *Secretary of the Interior Standards for Rehabilitation*, federal guidelines that address project specifics such as the retention of a building's original features or materials or replacement in kind. For developers contemplating an adaptive reuse project, extensive guidance is offered through local, state and federal offices on required reviews and regulations.



Separate from National Register listing, a building may be included within a locally controlled historic district governed by a local ordinance. The City of Lancaster has two local districts: a Historic District overseen by the Historical Architectural Review Board and a Heritage Conservation District overseen by the Historical Commission. (Consult the City's website for specifics on each district; under the "Government" tab on the home page, pull up "Boards, commissions, authorities.")

Staff from the City of Lancaster encourages in-house meetings with developers in the early stages of purchasing and planning for reuse of a building. In a coordinated team effort, staff from zoning, planning, historic preservation, engineering, building codes, fire codes and economic development will meet with developers to go over issues, required municipal codes and reviews and other considerations, which can save valuable time (and money) as the project progresses. Developers are encouraged to engage in conversations with City staff early in the project. Local review requirements are not barriers to adaptive reuse projects but rather offer guidance and help that can result in a more successful product.

Funding and Incentives

Most large adaptive reuse projects typically are not funded through one source but are accomplished through funding and incentives from a variety of private or public sources, which might include federal and state housing tax credits, federal and state historic rehabilitation tax credits, tax increment financing, business loans and private equity.

Historic Tax Credits

Federal tax incentives have been provided since 1976 to encourage private sector investment in the rehabilitation and reuse of historic properties. The National Trust for Historic Preservation reports that, since 1981, the federal tax program has leveraged nearly \$109 billion in private investment, generated a significant return on investment for the federal government, created more than 2.4 million jobs and preserved and adapted nearly 40,000 buildings nationwide.

In Pennsylvania, the **Pennsylvania Historical and Museum Commission (PHMC)**, serving as the State Historic Preservation Office, administers the federal *Rehabilitation Investment Tax Credit* (RITC) program in partnership with the National Park Service and the Internal Revenue Service.

RITCs are the most widely used historic preservation incentive program. Certain expenses incurred in connection with rehabilitating an old building are eligible for a tax credit. RITCs are available to owners and certain long-term leases of income-producing properties. There are two rates: 20% for a historic building and 10% for a non-historic building, with different qualifying criteria for each rate. (See PHMC's website for information on eligibility requirements, application and review process, program criteria and other guidance.) RITCs can also help developers raise equity by leveraging the tax credits to convince lenders to provide conventional financing.

The PHMC also assists the Pennsylvania Department of Community and Economic Development (DCED) and Department of Revenue with the administration of the newly created *Pennsylvania Historic Preservation Incentive Tax Credit* (PA HPTC) Program, based on

the success of the federal program and tax credit programs launched in other states. (Check PHMC's website for the latest information on program guidelines, application forms and submission dates. General information on the program is available on DCED's website: www.newpa.com/hptc.)

Keystone Grants in Pennsylvania

As established under the Keystone Recreation, Park and Conservation Fund, the Keystone Historic Preservation Project Grant Program can provide funding to nonprofit organizations and local governments in Pennsylvania for planning and development projects for publicly accessible historic resources listed in or eligible for listing in the National Register of Historic Places. The purpose of the grant is to support projects that identify, preserve, promote and protect historic and archaeological resources of Pennsylvania for both the benefit of the public and the revitalization of communities. The PHMC grant program offers two separate programs: a "bricks and mortar" construction grant for historic buildings and a project-related program. (See PHMC's website for guidelines, application deadlines and other information pertaining to these grant programs.)

Investment Incentives, Tax Credits and Financing in the City of Lancaster

There are a number of investment incentives, tax credits and financing options available for businesses operating in the City of Lancaster that can be reviewed on the City's website, under the "Business" heading of the main menu. Programs include:

Economic Development Company of Lancaster County and EDC Finance Corporation provide Lancaster County businesses with access to state and local economic development incentive financing programs.

Enterprise Zone Loan Fund provides a below-market-rate loan for a small business or one that is expanding within the city of Lancaster.

Impact Project Enterprise Zone Program. Eligible businesses located within the Impact Project Enterprise Zone can apply for tax credits against the applicable state business tax for the value of improvements made to business properties located within the zone.

Local Economic Revitalization Tax Assistance (LERTA) provides abatement of property taxes on improvements located in certain areas of the City.

The City Revitalization & Improvement Zone (CRIZ). Created by a state law in 2013, a CRIZ is a special zone that encourages development and revitalization in certain sized communities across Pennsylvania. One of two cities to receive the first designations, Lancaster's CRIZ consists of approximately 130 acres downtown and in selected areas elsewhere in the City. The CRIZ Act provides that qualified state and local tax revenues may be used for payment of debt service on bonds or loans issued for the acquisition, improvement and development of qualified capital improvements within the CRIZ.

Resources and Contacts:

City of Lancaster, Department of Economic Development & Neighborhood Revitalization
120 North Duke Street
Lancaster, PA 17602
717-291-4759
www.cityoflancasterpa.com

Lancaster City Alliance
354 North Prince Street, Suite 110
Lancaster, PA 17603
717-394-0783
www.lancastercityalliance.org

Pennsylvania Historical & Museum Commission
Bureau for Historic Preservation
Commonwealth Keystone Building, Second Floor
400 North Street
Harrisburg, PA 17120-0093
717-783-8946

Other Possible Tools & Incentives

Real Estate Investment Trusts

REITs are similar to a mutual fund in that they allow investors to pool funds for participation in real estate ownership or financing. A REIT is required by law to distribute 90 percent of its annual income to shareholders or to reinvest capital to improve its portfolio.

Low-Income Housing Tax Credits

While not explicitly a preservation incentive, these credits reward developers for providing low-income rental housing to the community and can apply to both rehabilitation projects and new construction.

Transfer of Development Rights (TDR)

A "Transfer of Development Rights" (TDR) program can help make development more financially equitable in areas with intense development by allowing owners to sell the development potential in a building to owners of other sites.

New Market Tax Credit (NMTC).

Authorized by Congress in 2000 to stimulate investment and economic growth in low-income urban neighborhoods, the NMTC provided private investors with a federal tax credit for investments made in businesses or economic development projects in distressed communities. (The program expired at the end of 2013 and has not currently been extended.)

Historic Preservation Easements

A voluntary legal instrument between the owner of a certified historic structure and a qualified organization, an easement is attached to the property deed and protects the property in perpetuity, with future owners legally obligated to honor the terms of the agreement. Typically, property owners agree to relinquish partial development rights and to obtain prior approval for certain physical changes or alterations, enforced by the recipient organization. Donors of easements, who retain private ownership of the property, may be entitled to claim a charitable deduction on their federal income tax equal to the fair market value of the easement.

CASE STUDY

Live, Work & Play: Reimagining an Industrial Corridor

Prince Street Centre

415 and 425 North Prince Street

Owner/Developer: Drogaris Companies

Architect: Tippetts/Weaver Architects, Lancaster



First launched in 1997, the Prince Street Centre project was a multi-phase development plan that incorporated three buildings along the 400 block of North Prince Street, renovating the structures to serve new uses and new occupants as Lancaster entered the twenty-first century. This case study focuses on the second and third phases of the project, the adaptive reuse of two historic tobacco warehouses on the east side of North Prince Street, the Swisher Building at 425 North Prince Street and the Buckwalter Building at 415 North Prince Street. (The project's first phase involved remodeling of a building on the west side of the block, at 450 North Prince Street, from a former Volvo auto dealership to accommodate a relocated publishing company, including a printing facility, corporate offices and indoor parking.)

History

Tobacco warehousing and cigar production were among Lancaster's leading industries following the Civil War, and continued through the mid-twentieth century. In the decade between 1869 and 1879, Lancaster County's tobacco production jumped from

2.6 million pounds to 23.9 million pounds. By 1889, Lancaster County produced more than 66 percent of the tobacco grown in Pennsylvania. With this enormous increase in production, the industry required large warehouses for packing and storing leaf tobacco. While tobacco was not produced within the City, companies based within the City processed, stored and

shipped the majority of the crop grown in the county. A 1989 study undertaken by the Historic Preservation Trust of Lancaster County identified 131 buildings in the city that were once associated with the tobacco industry. A number of surviving tobacco warehouses were listed in the National Register of Historic Places as multiple property districts.

Two examples include the Buckwalter and Swisher buildings, listed in the National Register in 1989 as part of the North Prince Street Historic District of buildings related to Lancaster's tobacco industry. Constructed in an area comprised largely of small frame dwelling houses through the 1890s, the four-story brick warehouse at 415 North Prince was built circa 1907 for Otto Eisenlohr & Brothers, a Philadelphia tobacco company. The three-story warehouse at 425 North Prince was constructed circa 1909 as the William Levy Tobacco Warehouse. The Buckwalter building was later used by the A.K. Mann & Son leaf tobacco company, while the Swisher building continued to be used by Bloch Brothers.

Tucked in between these buildings was another three-story warehouse, built circa 1911 by the Bloch Brothers Tobacco Company, which was set behind three small rowhouses at 419, 421 and 423 North Prince Street.

Result

Redevelopment of the Buckwalter building began in 2002 as part of a \$5 million project that converted the warehouse to mixed-use residential, commercial and restaurant spaces. The Swisher building followed as the next phase of the project, in a \$7.9 million renovation.

Capitalizing on the its wide open spaces and high ceilings, the Buckwalter building today houses the Brickyard Restaurant & Sports Bar within 6,900 square feet, office spaces with 3,000 and 3,800 square feet, and one level of residential apartments, with detailing that varies from unit to unit to make each space a little different. Retained historic features include high ceilings with exposed joists, exposed brick walls (some with the remnants of old warehouse numbering), structural columns, wooden beams and refinished wooden floorboards.

The Swisher building contains 19,000 square feet of office and commercial space as well as 24 residential apartments, augmented by an adjacent parking lot. The building is accessed via a glass-enclosed atrium covered by a portico on the north side of the building, facing the parking lot. Three brick rowhouses were demolished in 2001 to provide access to the recessed eastern portion of the building, but they are acknowledged through a stuccoed “ghost” of the gabled roofline on the south elevation of the Swisher building.



The Prince Street Centre was one of the earliest redevelopment projects in Lancaster to offer luxury rental apartments. The apartments in both buildings have proven to be very popular and fully leased, evidence that renters are willing to pay above the City average for apartments with unique character in a convenient location.

Ed P. Drogaris, President and CEO of the Drogaris Companies, is a long-time supporter of economic

development efforts in the

City of Lancaster. In the 1970s, he began to buy and renovate individual city rowhouses, and in 1976 bought and restored the Victorian era Lancaster Dispensing Company building just north of Central Market. He also worked on the conversion of the former Hager department store, just west of Central Market, into apartments. Concurrently with the Prince Street Centre project, the Drogaris Companies developed Liberty Place and Liberty North, innovative

adaptations of buildings formerly used by Armstrong World Industries for office and commercial space and luxury apartments.

In an interview with *Fig* magazine, Mr. Drogaris commented that Lancaster “has a unique patchwork of community attributes that gives it vitality, including an attractive blend of housing stock, historic buildings, creative people, unique character, and a work ethic that make it a special place for people to work and live.” Encouraging a creative approach to projects, and recognizing the potential in older buildings, he remarked “We need to look at all of the assets in our community and enhance them and grow them. Everyone looks at things differently: some say, “Is this all there is?” and we like to say, “This is what it could be.”

Funding

This project utilized over \$1.2 million in federal historic tax credits (RITC), and qualified for Local Economic Revitalization Tax Assistance (LERTA). The project tapped traditional bank financing as well as significant private equity from the developer.

Located within the boundaries of a KIZ (or Keystone Innovation Zone), Prince Street Centre was eligible for a state tax credit. KIZs are designated within communities that host institutions of higher education and were designed to create entrepreneurial opportunities through the combined resources of colleges and universities, private businesses and support organizations, commercial lending institutions, venture capital networks and foundations.

The state Department of Community and Economic Development provided a \$250,000 grant from its Infrastructure Development Program, which helped to leverage \$2.25 million from the private sector for the commercial portion of the project. The state grant required that a minimum of 35 jobs be created. The City of Lancaster was supportive of this effort to provide residents who work downtown with options to live downtown as well, and the Prince Street Centre is grateful for critical support from the City which made the project possible.

Awards:

2005 *Smart Growth Leadership Award* from the Lancaster County Planning Commission for Phase II of the Buckwalter Building

2006 *Commonwealth Design Silver Award* from 10,000 Friends of Pennsylvania for Phase II of the Buckwalter Building

2006 *C. Emlen Urban Award* from the Historic Preservation Trust of Lancaster County for 415 North Prince Street

2009 *C. Emlen Urban Award* from the Historic Preservation Trust of Lancaster County for 425 North Prince Street

2010 *Smart Growth Leadership Award* from the Lancaster County Planning Commission for the Swisher Building, Phase III

Contact:

The Drogaris Companies

P.O. Box 1806

Lancaster, PA 17608

Tel: 717-299-7080

Website: www.drogariscompanies.com



CASE STUDY

An urban option for older adults and retirees

Steeple View Lofts

118 North Water Street

Owner/Developer: Zamagias Properties

Leased by Landis Communities

Architect: LeFevre Funk Architects, Lancaster

The demand for loft-style apartments has been growing in Lancaster, as this housing type has proven particularly popular with young professionals and empty-nesters interested in urban amenities. One overlooked demographic, however, has been older adults in Lancaster who might have considered leaving the City and relocating to a suburban retirement community. Steeple View Lofts has provided a downtown alternative. Restricted by age but not income, this development has tapped a growing population of residents who wish to rent and remain in the City.

Owned and developed by Pittsburgh-based Zamagias Properties, this four-story brick warehouse was converted into a mixed-use rental complex containing 36 market-rate loft apartments on the three upper levels and first-floor commercial space. Opened in 2013, Steeple View Lofts is managed by Landis Communities for active adults aged 55 and over.



History

Situated at the corner of West Marion Street, this site was developed circa 1895 as a manufacturing facility operated by Osborn & Company, manufacturers and platers of gold and silver novelties. The L-shaped building contained a three-story brick front portion containing an office facing Water Street, with a number of long one-story frame additions to the south. By 1900, the building was converted to a tobacco

warehouse, with brick additions constructed along the south wall of the rear ell.

Occupants included the Lancaster Cigar Company, Levi Morris & Sons Leaf Tobacco and the Consolidated Cigar Corporation.

A fourth story was eventually added to the original three-story structure, topped by a stepped parapet roofline. The top-floor

addition is evident in the brickwork, most noticeable on the side walls, but masked on the eight-bay façade by the new painted signage. Plate-glass display windows were installed along the ground floor facing Water Street.



Warehouse before renovation.

Photo: Nicole Seuffert of RGS Associates

Result

Landis Communities, an agency of the Lancaster Mennonite Conference, also operates Landis Homes Retirement Community in Lititz, Lancaster County, Landis At Home and Adult Day Services at Landis Homes, and Welsh Mountain Home in New Holland, Lancaster County. Steeple View Lofts is the organization's first project to offer non-denominational urban loft rentals to those wanting to live in the heart of downtown Lancaster.

Located within walking distance of Lancaster's central downtown business district, the property scored 97 out of 100 for walkability on Walkscore.com, which rates a location based on a person's ability to walk to stores, restaurants, churches and other sites. (Typical car-dependent suburban sites often score 30-40.)

The apartments, available as both one- and two-bedroom units, range in size from approximately 700 to 1,000 square feet. Shared spaces include a Common Room located on each floor and a second-story outdoor deck. Configuring the interior layout of each apartment required innovative solutions to unique site requirements. The apartments' open floor plans utilize features such as angled walls and kitchen counters to create interesting sight lines and private corners. The apartments retain historic architectural details, including exposed brick walls, support columns, twelve-foot-high ceilings with some visible timber floor joists and exposed ductwork, with large modern industrial-style sash with operable awning windows to match the historic steel windows. A new residential elevator was installed within the existing shaft of a 1920s freight elevator. The main entryway into the residential lobby space is set back from Water Street along the south elevation, with surface parking spaces screened from view and a driveway exit onto North Arch Street.



Warehouse before renovation.
Photo: Nicole Seuffert of RGS Associates



Common room
Photo: Nicole Seuffert of RGS Associates



Finished apartment.
Photo: Nicole Seuffert of RGS Associates

As the project progressed, the developers worked closely with the James Street Improvement District / Lancaster City Alliance on marketing and community outreach for the apartments, and to identify and attract ground-floor retail tenants.

The three commercial retail spaces serve both residents and the general public. Miesse Candies, a chocolate manufacturer founded in Lancaster County in 1875, operates a factory and retail shop in one space. The Friendship Heart Gallery, relocating from Ephrata, is located within a second space, showcasing artwork by individuals with developmental and intellectual disabilities. Part of The Candy Factory's network of co-working spaces within Lancaster, The Arch is a new art collective, community gallery located within the third space, accommodating both artist studio space and room for exhibits, classes, workshops and events.

Funding

This project utilized a New Market Tax Credit and a federal Rehabilitation Investment Tax Credit (RITC).

Awards:

2013 *Envision Lancaster County Leadership Award* from the Lancaster County Planning Commission (in the category Large Projects / Built / Sustainable Growth)

2014 *Novogradac Journal of Tax Credits Historic Rehabilitation Awards*: Honorable Mention in a national competition under the category "Historic Development that Best Exemplifies Major Community Impact"



Contacts:

Website: <http://steepleviewlofts.com>

Landis Communities

1001 East Oregon Road

Lititz, PA 17543-9205

Tel: 717-569-3271

Website: www.landiscommunities.org/steeple-view-lofts.html

Zamagias Properties

The Times Building

336 Fourth Avenue, 8th Floor

Pittsburgh, PA 15222-2010

Tel: 412-391-7887

Website: www.zamagias.com

CASE STUDY

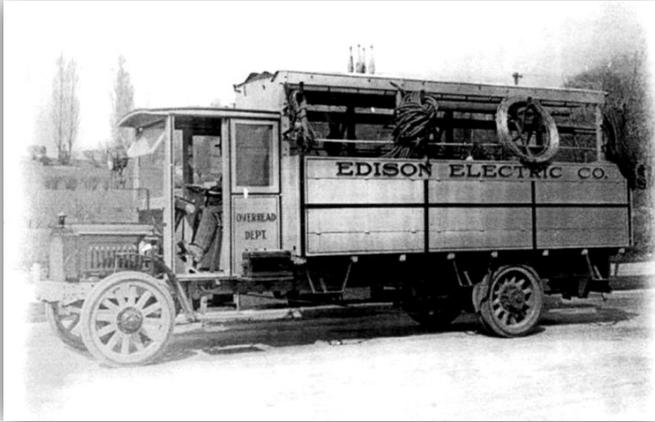
From Electric Supplier to Healthcare Provider

North Arch Street Health Center

333 North Arch Street

Owner: SouthEast Lancaster Health Services

Architect: Cornerstone Design-Architects, Lancaster



Opened in August 2013, the North Arch Street Health Center joined two other community health centers operated within Lancaster by the nonprofit SouthEast Lancaster Health Services, with the mission to deliver high-quality and compassionate healthcare to all, regardless of economic status. In 2013, the Arch Street facility received 37,700 visits by patients within 24 medical exam rooms. The Arch Street facility also houses the organization's administrative offices. It is located within walking distance of a number of surrounding residential neighborhoods, as well as being served by bus routes.

History

In 1883, Thomas Edison built the first commercial three-wire incandescent electric light plant in the world at Sunbury, Northumberland County, Pennsylvania. In 1886, an electric company was organized in Lancaster. The Edison Electric Illuminating Company, the first commercial electricity generator in Lancaster City, was located at this North Arch Street site. With strong competition between the gas and electric companies, Edison Electric was bought by a gas company in 1895.

In 1898, the Fidelity Electric Company, manufacturers of electric fans, motors and generators, moved into the vacant Arch Street facility and continued to operate there for the next hundred years.



In 1886, the parcel between Water and Arch Streets served several industries and was bisected by railroad tracks. When first occupied by Edison Electric, the L-shaped brick building consisted of a long two-story section fronting North Arch Street with a one-story wing attached at the southeast corner that included a round brick chimney with a 75-foot height. Train tracks for the Pennsylvania Railroad cut through from the northwest, while a spur from the Reading and Columbia Railroad ran between this building and a large adjacent coal shed belonging to the Sener & Sons Lumber and Coal Yard, which occupied the east side of the parcel along North Water Street. The Charles Wacker & Brothers Brewery was located to the south, along West Walnut Street. By 1912, Fidelity Electric had expanded the building to the size and shape of its current footprint, with one-and-one-half-story brick additions along the south elevation.

Result

After Fidelity Electric moved from the site, the factory underwent its first adaptive reuse when it was renovated to house an oncologist’s medical offices, and was next occupied by advertising agencies.

The renovated facility today contains over 16,000 square feet and

accommodates a staff of 155. The main entryway is located beneath a modern metal canopy on the east elevation facing Water Street. The lower portion of the historic chimney remains as a bowed brick wall, now topped by a glazed lantern surmounted by a gabled roof. In the area once occupied by the coal shed and train tracks, there is a landscaped 100-space surface parking lot.



The building’s long west elevation, which sits directly along Arch Street, has retained its historic industrial character, with large 12/12 windows and multi-lite transoms set within corbelled brick bays.



The two-story section to the north gradually steps down to a lower wing along the street’s sloping grade.

In a modern reflection of the building’s historic function as the site of electric companies, one aspect of the renovation project was the installation of solar panels on the Arch Street roof.



Interior photos courtesy of Arch Street Medical Center

Funding

To convert the building from offices to a medical facility with 24 exam rooms and administrative offices, SouthEast Lancaster Health Services undertook a capital campaign, Project HEAL (Health, Equality & Access for Lancaster) to raise \$6.75 million. With financial assistance of \$2.5 million from Lancaster General Hospital and \$3.25 million in federal stimulus funding, SouthEast was able to secure the remainder of the project costs through private donors, businesses, foundations and grants.



Contact:

SouthEast Lancaster Health Services
Arch Street Medical Center
333 North Arch Street
Lancaster, PA 17603
Tel: 717-299-6372
Website: <http://selhs.org>



CASE STUDY

Forging a new identity

Champion Forge

398 Harrisburg Avenue

Developer: Abacus Development, Inc.



Acquired by the developers in 2007, the Champion Forge building is located along Harrisburg Avenue, a well-traveled east-west corridor into the City, which today contains a mix of commercial, residential and collegiate buildings. However, it was historically a heavily industrialized area dominated by warehouses and factories served by railroad lines.



History

The existing building was constructed circa 1895, replacing a smaller one-and-one-half-story brick tobacco warehouse set along a railroad spur, with a brickyard and kiln located to the immediate south. The Champion Blower & Forge Company was founded in 1875 by 17-year-old Henry B. Keiper to manufacture blacksmith forges and rotary blowers. In the early 1900s, the company expanded production to include



centrifugal fans, drill presses, power hacksaws and other machine tools. Upon Keiper's death in 1920, he was succeeded as company president by his son-in-law, Charles B. Long. During the 1950s, the company's blowers were in great demand for use in fallout shelters. The Long family sold the company in 1969 and the headquarters was relocated to Illinois, where the company ceased operations in 1986.

The main Champion Forge machine shop was a long one-and-one-half-story brick building, with structural iron roof supports, set at an angle along Pennsylvania Railroad tracks. It was fronted by a two-story corner office facing west at the corner of North Charlotte Street, and included a warehouse at the far east end. The large Champion Forge complex also included brick foundries along the east side of Charlotte Street (now the site's surface parking lot), a machine shop on the wedge-shaped lot at the southwest corner of Charlotte and Harrisburg Avenue, and a long 50-bay brick building on the north side of Harrisburg Avenue (used today as renovated commercial space).

Result

Today, the renovated and redeveloped Champion Forge machine shop site is surrounded by scattered tobacco warehouses that have also been adaptively reused for college apartments, offices and a boutique hotel. To the north, rail yards await development. To the west, there is a five-story mixed-use structure known as College Row that was developed by Franklin & Marshall College. Other modern construction within the neighborhood includes a YMCA and Clipper Stadium, home of the Lancaster Barnstormers baseball team.

The foundry building's former front office, with an angled entry, currently houses a restaurant. The long one-story wing has been divided into seven separate commercial spaces marked by rooftop signage. The north elevation facing Harrisburg Avenue retains brick bays and metal-framed industrial-style windows. The south elevation, facing a 70-space surface parking lot, has a more contemporary appearance with large aluminum storefront systems. The total space is about 20,500 square feet on just over an acre.

The building's historic footprint, with a long, narrow and angled design, lends the structure visibility from the street and can take advantage of natural light. The configuration also creates unique retail space, with window exposures and entry doors on the north and south sides. The retail spaces have a depth of no more than 42 feet, with free span interiors without columns. Current retail occupants are a lively urban mix, including a coffee shop, yoga studio, Thai restaurant, clothing store, nail salon, a casual bistro and a restaurant with fine dining.



Funding

In addition to private equity, this project qualified for Local Economic Revitalization Tax Assistance (LERTA).



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